



Department of Energy
National Nuclear Security Administration
Washington, DC 20585



MEMORANDUM FOR MANAGER, SANDIA SITE OFFICE

FROM: Thomas P. D'Agostino
Deputy Administrator
for Defense Programs

SUBJECT: APPROVAL OF SITE OFFICE ACTION PLAN
FOR IMPROVING ACTIVITY LEVEL WORK PLANNING
AND CONTROL PROCESSES

We have reviewed the attached Sandia Site Office Action Plan, *Submittal of the Sandia Site Office (SSO) Action Plan for the Defense Nuclear Facilities Safety Board Recommendation 2004-1 Implementation Plan (Commitment 23)*, received by facsimile on February 8, 2006. The action plan is consistent with the direction provided in my January 23, 2006, memorandum, *Revitalizing Integrated Safety Management; Site Office Action Plans for Improving Activity Level Work Planning and Control Processes*, and is hereby approved.

We appreciate the valuable contributions of SSO and Sandia National Laboratory personnel in the workshops and meetings where the action plan content was developed. We will continue to work with you and the contractor to ensure adequate implementation and documentation of the required actions.

If you have any questions, please contact Rick Kendall, at (301) 903-3102 or by e-mail at Rick.Kendall@nnsa.doe.gov.

Attachment

cc w/attachment:
J. Paul, NA-2
F. Russo, NA-3.6
E. Blackwood, EH-21
D. Compton, DR-1



**National Nuclear Security Administration**

Sandia Site Office
P.O. Box 5400
Albuquerque, New Mexico 87185-5400



MEMORANDUM FOR: Thomas P. D'Agostino, Deputy Administrator for Defense Programs, NA-13/HQ, FORS

FROM: Patty Wagner, Manager *Patty Wagner*

SUBJECT: Submittal of the Sandia Site Office (SSO) Action Plan for the Defense Nuclear Facilities Safety Board Recommendation 2004-1 Implementation Plan (Commitment 23)

Attached is the SSO Action Plan for improving activity level work planning and control processes required by the Commitment 23 of the Implementation Plan for Defense Nuclear Facilities Safety Board Recommendation 2004-1, *Oversight of Complex, High-Hazard Nuclear Operations*.

This Action Plan has been coordinated with management and staff from Sandia National Laboratories/New Mexico (SNL/NM) and our SSO subject matter experts. This plan encompasses all work performed at SNL/NM and not just activities at the nuclear facilities. SNL/NM is currently initiating a single integrated work plan process that will address the desired elements within this action plan by the planned completion dates.

If you have any questions, please contact me at (505) 845-6036 or Ken Zamora, the SSO Assistant Manager for Oversight and Assessment, at (505) 845-6869.

Attachment

cc w/ attachment:

R. Kendall, NA-124/HQ, GTN
P. Newman, SNL/NM 10300, MS-0342
J. Polito, SNL/NM 10700, MS-0130
S. Pickering, SNL/NM 10740, MS-0918
R. Simonton, SNL/NM 10004, MS-0140
A. Bendure, SNL/NM 10312, MS-0890
B. Boyle, SNL/NM 10743, MS-1024
N. Linarez-Royce, SNL/NM 10314, MS-1037
K. Davis, SSO
D. Brunell, SSO
K. Zamora, SSO/AMOA
G. Schmidtke, SSO/OA
D. Dilley, SSO/OA
R. Fevig, SSO/OA
D. Pellegrino, SSO/AMDPQA
J. Todd, SSO/AMNFSB

NNSA Sandia Site Office Action Plan
For Improving Activity Level Work Planning and Control Process
 DNFSB Recommendation 2004-1 Implementation Plan Commitment #23

Commitments		Planned Completion Date	Responsible Individual and Point of Contact	
No	Planned Action		Sandia Site Office	Contractor (SNL)
1	Review existing site work planning and control processes against the "attributes" from Attachment 1, <i>Activity Level Work Planning and Control Processes – Attributes, Best Practices, and Guidance for effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify any gaps and identify corrective actions to eliminate the gaps;	Review: 12/15/06 ¹ CAPs: 1/31/07	D. Dilley	Review: G. Smith, 12870 CAPs: TBD
2	Review existing site work planning and control processes against the best practices and guidance from Attachment 1, <i>Activity Level Work Planning and Control Processes – Attributes, Best Practices, and Guidance for effective Incorporation of Integrated Safety Management and Quality Assurance</i> , identify areas for improvement and take appropriate actions.	Review: 12/15/06 CAPs: 1/31/07	D. Dilley	Review: G. Smith, 12870 CAPs: TBD
3a	Institutionalize the Appendix B Criteria, Review, and Approach Documents (CRAD) (<i>Assessment Criteria and Guidelines for Performing Assessments of the Effectiveness of Incorporation of Integrated Safety management and Quality Assurance principles Into Activity Level Work Planning and Control at NNSA Sites</i>) from Attachment 1, <i>Activity Level Work Planning and Control Processes – Attributes, Best Practices, and Guidance for effective Incorporation of Integrated Safety Management and Quality Assurance</i> , so that activity level work is routinely assessed by the site offices and contractors for all contractor organizations that perform work;	4/30/06	D. Dilley R. Fevig	G. Smith, 12870 A. Bendure, 10312
3b	Complete the first assessment using the Appendix B CRAD.	4/30/06	D. Dilley R. Fevig	G. Smith, 12870 A. Bendure, 10312
3c	Complete the second assessment using the Appendix B CRAD.	7/31/06	D. Dilley R. Fevig	G. Smith, 12870 A. Bendure, 10312
3d	Determine the remaining assessments to be conducted for the year and develop a schedule for performing the assessments.	8/31/06	D. Dilley	G. Smith, 12870
4	Confirm that work planners are adequately trained and qualified to the criteria/expectations defined in Attachment 2, <i>Training and Qualification of Work Planners</i> , or for those work planners who are not qualified, identify dates by which they will be qualified;	2/28/07 ²	D. Dilley	A. Villareal, 10313
5	Implement routine/periodic management observation of work activities and interaction with workers in the field/on the floor in accordance with the criteria/expectations defined in Attachment 3, <i>ISM-Management on the Floor Interaction with Workers</i> ;	4/30/06	D. Dilley V. Martinez	A. Villareal, 10313
6	Document how the above actions will flowdown to ensure the adequacy of work performed by subcontractors, and how adequate implementation by subcontractors is verified.	12/30/06 ³	D. Dilley	C. Reeder, 10221

¹ A work planning and control self assessment against the 22 elements of work control defined by NNSA/SSO was completed in September 2005 by all SNL organizations that perform work. The assessment identified gaps that are being corrected by the development of the SNL Integrated Work Plan (IWP) process. The IWP process is being tested in 4 organizations, with Labs-wide implementation scheduled to begin in September 2006 followed by a validation assessment to be conducted by September 2007. An assessment against the 40 attributes in the referenced document will be conducted by SNL's independent audit organization on a sample of ~20 SNL facilities/activities. This assessment is planned to be conducted in Q1 of FY07. In addition, SNL has developed and implemented a Corporate, line-led and defined, self assessment process. A self assessment schedule for CY06 has been established and communicated to all Sandians by SNL's executive management. The Work Control self assessment, which will encompass all organizations doing work at SNL, is scheduled for September 2006.

² SNL is revising its ESH Awareness Training, which is annually required for all SNL workers, to include specific guidance on implementing the ISM functions and principles. That revision is to be released in April 06. Training and Qualification of Work Planners will be included in the subsequent revision to the Training which will begin to be developed in Q1 of FY07.

³ SNL currently flows ISM requirements to its contractors. Significant negotiations with SNL's contractors must be conducted before actions 1 through 5 can be placed in SNL's contracts and required of all tiers of subcontractors. The possible impact of this requirement on small, minority-owned, and women-owned business will also need to be assessed in addition to determining the additional costs of this requirement.